COURSE DESCRIPTION

This Ph.D. seminar is intended to introduce students to the foundational questions and perspectives in research on organizational theory. We will examine organizational research from multiple disciplinary viewpoints (e.g., sociology, economics, political science, etc.), and cover canonical pieces to more contemporary research. Students will be exposed to a set of methodologically diverse approaches, which they will be asked to interrogate and compare. The course will be organized as a doctoral seminar. Our primary activities will include critical discussion of assigned articles and how these relate to our own nascent and ongoing research activities.

COURSE MATERIALS


2. Articles and book selections that I will provide you, or that are readily available to you online. Please check Canvas (canvas.rutgers.edu) and your official Rutgers email account regularly.

PLEASE NOTE: I will adjust the required readings and topics from time to time during the term. Other than the one required book, which we will use for sure, please consider the rest of the reading assignments as “draft.”

LEARNING GOALS AND OBJECTIVES

This seminar is targeted to participants who are pursuing research-based academic careers. The primary objective is to survey some of the major theoretical perspectives and issues studied in organization theory research, including both classic and contemporary scholarship and both theoretical and empirical contributions.

One goal is to provide you with the opportunity to gain a solid background in the field, such that it will inform and enrich their own research, whether or not you become an organization theorist.

A second goal is to support you in drafting a paper that incorporates one or more of the topics covered in class with your own research interests and to help you learn in a hands-on manner about review and revision processes.
PREREQUISITES

Doctoral student in Rutgers Business School or permission of instructor (for graduate students from other disciplines).

ACADEMIC INTEGRITY

I do NOT tolerate cheating. Students are responsible for understanding the RU Academic Integrity Policy (http://academicintegrity.rutgers.edu/)

I will strongly enforce this Policy and pursue all violations. On all examinations and assignments, students must sign the RU Honor Pledge, which states, “On my honor, I have neither received nor given any unauthorized assistance on this examination or assignment.” I will screen all written assignments through SafeAssign or Turnitin, plagiarism detection services that compare the work against a large database of past work. Don’t let cheating destroy your hard-earned opportunity to learn. See business.rutgers.edu/ai for more details.

GRADING

Grading will be based primarily on student performance in class participation (40%), final paper (40%), and peer review (20%).

- **Class Participation (40% of grade)**: Each participant is required to come prepared to class. Since class discussion is an integral part of the course, absences and lack of preparedness are unacceptable. Preparation will always involve reading and working with all the weekly assignments.

  In addition to being prepared to engage in discussion every class, you will also be asked to prepare as discussion initiators for two sessions of the seminar. I will lead the discussions in the first two seminar sessions while everyone else is getting settled; the session assignments will be made during the first class (September 5).

- **Final Paper (40% of grade)**: Participants will write a research proposal or a research paper that relates one or more of the topics covered in class to their own research interests. I am flexible as to the format of the paper, because I want it to meet your needs. But it has to be about Organization Theory in some non-trivial way. One option is the "front end" of a research paper that defines a research question, reviews and critiques the extant literature, develops a few testable hypotheses, and proposes a method for testing the proposed hypotheses. If you have data and want to do a full paper with analysis and results that's okay, but you are still subject to the page limit. A pure theory paper is also acceptable, as is the development of a dissertation proposal. The body of the manuscript (excluding title page, references, figures, etc.) should not exceed 25 PAGES, double spaced with one inch margins and 12 point times new roman font. Around the halfway point of the class, I will ask you to submit a one to two page sketch of the basic idea.

- **Integration Memo (20% of grade)**: Between week 10 and 13, you will submit a four-page maximum memo/essay that compares and contrasts the approach of three schools of organizational theory on a particular subject. The essay should highlight the basic assumptions, strengths, weaknesses, disagreements, etc. of each approach, and provide an evaluation on which
school of thought is most appealing, and why.

### COURSE SCHEDULE

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REVIEW LIST

For students who have a particular interest in any topic, I am happy to provide further reading recommendations.

Session 1 Introduction and Overview of Organization Theory

1. Scott. & Davis Chapter 1

Further Reading

Session 2 Bureaucracy and Other Classical Theories

1. Scott & Davis Chapter 2, 3
2. Weber, M.1978. Economy and Society, pp.212-223 (legal authority); 226-231 (traditional authority); 241-249 (charismatic authority); 956-963 (bureaucracy) (Other than section on bureaucracy, read quickly).
3. Taylor, F.W. 1916. Principles of Scientific Management, 30-49; 58-97; 118-144 (Note: Read quickly; do not get mired down in details; the idea is to familiarize yourself with Taylor’s main approach and arguments)

Further Reading
Session 3 Carnegie School and Organizational Learning


Further Reading

Session 4 Contingency Theory and Organizational Design


Further Reading

Session 5 Resource Dependence Theory and Power


Further Reading


Session 6 Institutional theory I


Further Reading


Session 7 Organizational Ecology


Further Reading

Session 8 Organizational Economics


Further Reading
Session 9 Networks and Social Capital


Further Reading

Session 10 Institutional Theory II


Further Reading
Session 11 Culture


Further Reading

Session 12 Status and Reputation


Further Reading

**Session 13 Social Movements**


**Further Reading**


**Session 14 Professions and Work**


5. Wilmers, N. (2020). Job turf or variety: Task structure as a source of organizational

**Further Reading**

- Baron, J. N. & W.T. Bielby. 1980. Bringing the firms back in: Stratification, segmentation,
  and the organization of work. *American Sociological Review, 45*: 737-765
  standard employment relations and job quality in the United States. *American Sociological
  Review, 65*: 256-278
  Chicago: University of Chicago Press

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**SUPPORT SERVICES**


[Rutgers University-New Brunswick ODS phone (848)445-6800 or email dsoffice@echo.rutgers.edu]

[Rutgers University-Newark ODS phone (973)353-5375 or email ods@newark.rutgers.edu]

If you are *pregnant*, the Office of Title IX and ADA Compliance is available to assist with any concerns or potential accommodations related to pregnancy.

[Rutgers University-New Brunswick Title IX Coordinator phone (848)932-8200 or email jackie.moran@rutgers.edu]

[Rutgers University-Newark Office of Title IX and ADA Compliance phone (973)353-1906 or email TitleIX@newark.rutgers.edu]

If you seek *religious accommodations*, the Office of the Dean of Students is available to verify absences for religious observance, as needed.

[Rutgers University-New Brunswick Dean of Students phone (848)932-2300 or email deanofstudents@echo.rutgers.edu]

[Rutgers University-Newark Dean of Students phone (973)353-5063 or email DeanofStudents@newark.rutgers.edu]

If you have experienced any form of *gender or sex-based discrimination or harassment*, including sexual assault, sexual harassment, relationship violence, or stalking, the Office for Violence Prevention and Victim Assistance provides help and support. More information can be found at [http://vpva.rutgers.edu/](http://vpva.rutgers.edu/).

[Rutgers University-New Brunswick incident report link: http://studentconduct.rutgers.edu/concern/]. You may contact the Office for Violence Prevention and Victim Assistance at (848)932-1181]

[Rutgers University-Newark incident report link: ]
If students who have experienced a temporary condition or injury that is adversely affecting their ability to fully participate, you should submit a request via https://temporaryconditions.rutgers.edu.

If you are a military veteran or are on active military duty, you can obtain support through the Office of Veteran and Military Programs and Services. http://veterans.rutgers.edu/

If you are in need of mental health services, please use our readily available services.
[Rutgers University-Newark Counseling Center: http://counseling.newark.rutgers.edu/]
[Rutgers Counseling and Psychological Services–New Brunswick: http://rhscaps.rutgers.edu/]

If you are in need of physical health services, please use our readily available services.
[Rutgers Health Services – Newark: http://health.newark.rutgers.edu/]
[Rutgers Health Services – New Brunswick: http://health.rutgers.edu/]

If you are in need of legal services, please use our readily available services: http://rusls.rutgers.edu/

Students experiencing difficulty in courses due to English as a second language (ESL) should contact the Program in American Language Studies for supports.
[Rutgers–Newark: PALS@newark.rutgers.edu]
[Rutgers–New Brunswick: eslpals@english.rutgers.edu]

If you are in need of additional academic assistance, please use our readily available services.
[Rutgers University-Newark Learning Center: http://www.ncas.rutgers.edu/rlc
[Rutgers University-Newark Writing Center: http://www.ncas.rutgers.edu/writingcenter]
[Rutgers University-New Brunswick Learning Center: https://rlc.rutgers.edu/]

[Optional items that many faculty include:
- Students must sign, date, and return a statement declaring that they understand the RU Academic Integrity Policy.
- Students must sign, date, and return a statement declaring that they understand this syllabus.]